



Reflection Paper on Smart Defence

The Indirect Approach

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"This is the time to make better use of NATO as an adviser and an honest broker. (...) NATO's role is to set the strategic direction, to identify possible areas of cooperation, to act as a clearing house, and to share best practices." SG Rasmussen, 04 FEB 11

I : Enable Groups of Nations to Move Forward with Smart Defence

Generally, NATO is better off assisting nations in smart defence than creating NATO-wide solutions. NATO must think in generic frameworks – and **supply concrete models for nations to employ**. Taking the cue from Nordic Defence Cooperation (NORDEFCO) and the Baltic Defence College, NATO should enable other groups of member states to proceed with cooperation. At a minimum this would mean to share MOUs, etc. More ambitiously, this means to gather and analyse best practices; to develop concrete (but generic) document templates for nations to use; and to **encourage cooperation e.g. through informal 'speed dating'** to identify potential cooperative nations and areas.

II : Pool and Share Non-Operative Capabilities, Enablers, and Highly Specialised Capabilities

Generally, think of economies of scale through **more effective business processes, not war-fighting**. Non-operative aspects of defence are less sensitive: Share and pool e.g. **education** (shared military academies like the Baltic Defence College) and **training/proving grounds**. Consider private sector models for acquisition and storage/stockpile management, especially for back-office utilities (with a view of creating an internal market for defence services). In operative area focus on enablers such as logistics, intelligence, C4ISR, etc. **Use the new Generic Planning Situations as specialised versions of the NRF for shared force planning**. Shared rotation of highly specialised capabilities: Buy only one active duty capability (such as SM-3 missiles for Allied frigates doing missile defence).

III : Assist Nations in Reforming Defence Planning Processes

Instead of focusing solely on the NATO Defence Planning process (DPP), NATO should continuously **assist nations in improving their actual defence planning processes**. 'Capability based planning' is not yet implemented in nations. ACT can act as clearing house, best practice identifier and process consultants. To do so, ACT must increasingly see nations as customers too.

IV: NATO as OECD: ACT Should Take Lead

The Organisation for Economic Development and Cooperation (OECD) generates best practices about how to run a modern state and shares them with its member nations. NATO should be inspired by the way the OECD works when it is to advise nations, act as a clearing house and share best practices. **ACT is well-suited to spearhead efforts to enable nations to implement smart defence** – and could win much by including and consulting with nations' defence think tanks.

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